

The change is approved

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Strategic Development Plan of the University Geomedi LLC (2021–2027 Years)

Introduction

The present document represents the strategic development plan for 2021-2027 and is aimed at finding the optimal solution of the problems facing the University Geomedi LLC (hereinafter the University). The document has been developed to enable the university to fulfill the mission of the institution, taking into account the fundamental values recognized by it. The present strategic plan is a kind of focus for the future activities of the university, a framework on which work will continue in the future.

The university focuses its efforts on the development of teaching and research activities. These two key components formed the basis for the development of the university's strategic plan.

Mission of the university

The mission of University Geomedi LLC is the integration into global educational arena. The University ensures harmonization of scientific-research and educational process, oriented on the development of students' intellectual and creative skills in the field of Medicine, Dentistry, Healthcare Economics and Management, Physical Medicine and Rehabilitation.

The University provides students with the conditions, where research, critical thinking, experience sharing, tolerance, continuing professional growth, ethics and social responsibility have priorities, thus ensuring the preparation of competitive, high-qualified specialists.

Goal of the university

To create the best conditions for student teaching and research in the field of medicine, dentistry, health economics and management, physical medicine and rehabilitation, to ensure higher education according to international standards and focused on future development.

Using of modern methods of learning.

Teaching Georgian language to foreign students.

Promoting the principles of continuing education.

Deepen the process of internationalization of the University.

Effective realization of internal and external quality assurance mechanisms.

Training of professional staff, who with acquired theoretical knowledge and practical skills will be competitive in the face of the demands and challenges of the local and international labor market.

Development of respect to democratic principles and social responsibility in students.

Priorities

The strategic and priority areas of the university work are:

Constant care for improving the quality of teaching and scientific research.

Strengthening international and local connections.

Continuous care to improve the infrastructure and management of the university.

Providing financial and material resources to the university.

Ensuring the professional development of academic and administrative staff.

Planning and realization of social projects.

Diversification of support activities outside the student curriculum (internal grants, scientific conferences, internships in clinics, internships abroad, intellectual games, etc.)

To increase university awareness.

Events to be conducted

Timely and effective implementation of the set goals according to strategic development plan.

Improving / modifying existing educational programs and learning courses (syllabuses) according to new challenges. Increasing the involvement of foreign colleagues to ensure a high level of education.

Development of new educational programs to raise the level of university.

To ensure high level of educational program study using internal quality evaluation mechanisms and description of the monitoring with maximum transparency.

Update the criteria for assessing students' knowledge based on the specifics of the educational programs, modernize the information management system of the educational process and ensure its proper functioning.

Carry out appropriate measures to improve the qualification of academic and administrative staff.

Timely preparation of external evaluation mechanisms of the higher education institution defined by the legislation of Georgia.

Promoting teaching and learning processes and introducing innovative approaches.

Expansion of the scientific-research format (relationships: research, sharing of accumulated experience) in cooperation with universities involved in the international educational space.

Activation of exchange programs.

Increase university awareness.

Planned use of internal evaluation mechanisms to improve the coordinated activities and quality of the structural units of the university.

Involvement of academic, invited and administrative staff and students of the university in the process of evaluating the quality of teaching.

Modernization/renewing of the infrastructure.

Active participation in social projects.

Conducting SWOT Analysis, which involves identifying the strengths, weaknesses and external factors, threats and opportunities of a given institution and forming a strategic development program through the university, taking into account its ratio.

SWOT Analysis

Strength	Weakness
<p>university LLC.</p> <p>High rating of the university in Georgia, which is evidenced by the high rate of referrals by the applicants and the high rate of mobility in the university.</p> <p>University is functioning with its owned real-estate properties.</p> <p>Success of graduates in residency exams.</p> <p>Optimal number of students in groups.</p> <p>Highly qualified academic staff.</p> <p>Support the goals of the university by academic and administrative staff.</p> <p>Involvement of the university in international projects (study in Georgia and other.)</p> <p>International face of student self-government and active involvement in both university management and various events.</p> <p>Benefits provided for socially vulnerable students.</p> <p>Social projects and student involvement</p> <p>Use of practical components in the learning process and the existence of a simulation medicine clinic, a rehabilitation clinic, a university dental clinic to improve practical skills.</p> <p>Use of electronic learning process management system.</p> <p>Scientific-Research Institute of Clinical and Experimental Medicine</p> <p>Scientific foundation of the University Geomedi.</p> <p>Implementation of continuous education system.</p>	<p>Absence of a university multi-profile clinic and planning / realization of basic training courses in its departments.</p> <p>Increase the involvement of foreign colleagues in the implementation of educational programs.</p> <p>Increase involvement in international scientific research projects.</p> <p>Increase the effectiveness of grant projects.</p> <p>Activation of exchange programs (Erasmus, etc.)</p> <p>Lack of third level of education (doctorate, residency in medicine program) which we could offer to our own graduate</p> <p>Increase the diversity of international students to raise the awareness of the university.</p> <p>Lack of PR and advertising.</p>
Opportunities	Threats
<p>Preparation of the staff according to the labor market (both local and international) challenges and demand.</p> <p>Strengthening of internal and external connections, concluding memorandums on cooperation in the scientific-research process.</p> <p>Implementation of the innovative methods during the learning process.</p> <p>Implementation of exchange programs.</p> <p>Expansion of scientific-research activities.</p> <p>Improving the quality of teaching using internal control mechanisms.</p> <p>Adding the third step.</p> <p>Georgia, due to its historical-cultural context, is attractive for foreign students</p> <p>The cost of living for students in a country is competitive compared to other countries</p> <p>Popularization of the University</p>	<p>Pandemic period and its complications</p> <p>Unstable economic environment in the country, high level of unemployment.</p> <p>The low standard of living of the population, which leads to the low solvency of students.</p> <p>Internal and external factors hindering the political and economic development of the country.</p> <p>Risk of the outflow of academic staff because of the high competition</p> <p>Possible increase in tuition fees because of high inflation.</p> <p>Complicating visa procedures for foreign students.</p>

Strategic Plan (2021-2027 year)

Strategic Goal 1 – Institution Development										
Task	Years							Execution Indicator	Responsible Structure	Possible Risks
	2021	2022	2023	2024	2025	2026	2027			
Deepening of the internationalization	<p>Signing new cooperation memorandums (educational, scientific, etc.) with foreign universities;</p> <p>Development / implementation of exchange programs for students and academic / administrative staff;</p> <p>Managing an international symposium / conference organized by the university;</p> <p>Develop projects to attract foreign national entrants to educational programs;</p> <p>Involvement of students and academic / administrative / research staff in exchange programs with ERASMUS PLUS from 2023 on the basis of corporation memorandum with the university of Turkey. 2023</p> <p>Summer schools in foreign universities and internships in foreign clinics.</p>							<p>Memorandums / agreements signed;</p> <p>Certificates;</p> <p>Contracts signed with foreign teachers;</p> <p>Photo / video material, website;</p> <p>Financial statements;</p> <p>Year report of the responsible structure;</p>	<p>Vice Rector for Academic Affairs;</p> <p>International Relations and Public Relations Service;</p> <p>Heads of the programs;</p>	<p>Force Majeure;</p> <p>Cancel planned activities due to pandemic;</p> <p>The global economic crisis</p>

Attract and development of the human resources	<p>Attract staff (academic / scientific / administrative / support / invited) (as needed) and select through competition;</p> <p>Organize various seminars, training, teaching and certification courses, strengthening staff development activities;</p> <p>Promotion of staff participation in exchange programs;</p> <p>Provide academic / administrative staff for an increased number of students in accordance with established indicators;</p>							<p>Competition materials;</p> <p>Stuff number;</p> <p>organized Trainings, seminars and more;</p> <p>Participation in exchange programs;</p>	<p>Head of Human Resources Management Office;</p> <p>Head of Professional Development and Residency Office;</p> <p>Head of the Quality Assurance Office;</p>	Staff number;
Infrastructure development	<p>1 Expansion of the University Rehabilitation Clinic and relocation to a new address;</p> <p>2 Upgrading the equipment of the Simulation Medicine Clinic;</p> <p>3 Upgrading teaching laboratory equipment;</p>	<p>1 Expansion of research laboratories, upgrade of equipment and relocation to a new area;</p> <p>2 Arranging a recreational zone in the inner yard (near the cafeteria);</p>	<p>1 Develop and approve a multi-profile university clinic project;</p> <p>2 Arranging a recreational zone in the inner yard (near the cafeteria);</p>	<p>1.Modernization / upgrade of educational infrastructure.</p>	<p>1.Expansion of the examination center;</p> <p>2.Parking - staff / students / clinic;</p>	<p>1 Start the construction of a multi-profile university clinic;</p>	<p>1. Completion of the construction of the main building of the multi-profile university clinic;</p> <p>2Arrangement of recreational / exercise zones;</p>	<p>University Rehabilitation Clinic;</p> <p>Purchased molds;</p> <p>Upgraded equipment for laboratories;</p> <p>University Clinic Project;</p> <p>Renovated inner yard;</p> <p>Parking;</p>	<p>Rector;</p> <p>Vice Rector for Administrative Affairs;</p> <p>Head of Laboratories;</p> <p>Head of Educational Programs;</p> <p>Director of University Rehabilitation Clinic;</p> <p>Director of the University Dental Clinic;</p>	<p>Force Majeure;</p> <p>Cancel planned activities due to pandemic;</p>
Provision of material / technical base for the increased marginal number of students in accordance with the established indicators.										

Step addition					Step up - Authorizat ion				Deputy Rector for Science; Head of Educational Programs; Quality Assurance Office;	
Strategic Goal 2 - Quality assurance										
Task	Years							Execution Indicator	Responsible Structure	Possible Risks
	2021	2022	2023	2024	2025	2026	2027			
<p>Implementation quality assurance policy at all levels in the university;</p> <p>Ensure maximum involvement of internal and external interested parts in quality assurance processes;</p> <p>Sharing international experience of the European higher education in quality assurance and development;</p>								Quality Assurance Office Reports	<p>University Administration;</p> <p>Head of the Quality Assurance Office;</p> <p>Head of all structural units;</p> <p>Employers;</p> <p>Graduates;</p>	
Evaluate effectiveness of ongoing processes at the university;								Quality Assurance Office Reports	Quality Assurance Office;	
Satisfaction evaluation of the administrative and academic staff;								Quality Assurance Office Reports	Quality Assurance Office;	
Continuous monitoring and evaluation of the educational programs during the process;								Quality Assurance Office Reports	Quality Assurance Office;	

Evaluation of the educational programs after the completion of the program;	Quality Assurance Office Reports	Quality Assurance Office;	
Evaluation of the scientific productivity of the affiliated staff;	Quality Assurance Office Reports	Quality Assurance Office; Deputy Rector for Science	
Evaluation of the student involvement in scientific projects;	Quality Assurance Office Reports	Quality Assurance Office;	
Conduction of systematic (planned) and unplanned (depending on the situation / task) research, using qualitative and quantitative methods	Quality Assurance Office Reports	Quality Assurance Office;	
Improving student contingency planning mechanisms, taking into account university resources, established indicators and targets; Monitoring the provision of material / technical base and academic / administrative staff for the increased number of students in accordance with the established indicators;	Quality Assurance Office Reports	Quality Assurance Office; Vice Rector for Administrative Affairs; Head of Educational Programs; Deans of the faculties;	
Publicity (reports, analysis results, recommendations, etc.)	Quality Assurance Office Reports	Quality Assurance Office;	
Providing external evaluation (authorization, accreditation - LEPL National Center for Education Quality Development). International Authorization and Accreditation Institutions. Invite experts in the field to evaluate the programs	Quality Assurance Office Reports; Shared external evaluation	Quality Assurance Office; Head of Educational Programs; Deans of the faculties;	Force Majeure; Cancel planned activities due to pandemic;

								recommendations;		
Strategic Goal 3 - Planning and implementation of the educational programs										
Task	Years							Execution Indicator	Responsible Structure	Possible Risks
	2021	2022	2023	2024	2025	2026	2027			
Development of existing educational programs, taking into account international practice, sectoral requirements and market research;								Educational programs	Vice Rector for Academic Affairs; Deputy Rector for Science; Heads of Programs; Quality Assurance Office;	
Planning / Implementation of the public lectures on topical medical problems in Georgia by the leading clinical Professors;								Public lectures Web-Site	Deputy Rector for Science; Heads of educational Programs;	

Planning / Implementation of the public lectures on topical medical problems in world by the leading clinical Professors;							Public lectures Web-Site	Heads of educational Programs; Head of Professional Development and Residency Office	
Finding and inviting international academic staff to participate in the learning process;							Invited academic staff	Vice Rector for Academic Affairs; Heads of educational Programs;	
Continuous complex planned monitoring of educational programs for its improvement;							Monitoring reports	Quality Assurance Office; Heads of educational Programs; Deans of the faculties;	
Development of new educational programs (accreditation)			Accreditation of English Language Dentistry program;	Accreditation of English Language Physical Health and Rehabilitation program (Bachelor / Master);	Accreditation of English Language Master's Degree Program in Healthcare Management;	Accreditation of Doctoral Program in Healthcare Management	Accredited programs	Deputy Rector for Science; Quality Assurance Office; Heads of educational Programs; Deans of the faculties;	
Strategic Goal 4 – Research Development									

Task	Years							Execution Indicator	Responsible Structure	Possible Risks
	2021	2022	2023	2024	2025	2026	2027			
Funding of the Scientific-Research Institute of Experimental and Clinical Medicine with the necessary reagents, inventory and equipment within by the university within the limits of the scientific research projects;								Purchased equipment	Deputy Rector for Science; Head of Laboratory	Force Majeure; Cancel planned activities due to pandemic;
Funding of Scientific-Research projects for young scientists by Geomedi Scientific Foundation Ltd.								Funded project	Head of Foundation Director of the Scientific-Research Institute of Experimental and Clinical Medicine; Chief accountant; Scientific project manager	
Participation in national / international grant competitions								Results of the grant competition	Deputy Rector for Science;	
Take appropriate measures for the indexing of the University Journal "Modern Problems of Medicine and Management" in the international scientific databases								Measures taken	Deputy Rector for Science; Chief Editor;	

		Director of Library; Chief accountant;	
Annual evaluation / promotion of academic staff research activities to enhance the quality of the University's research activities and to publish publications in international, impact factor journals	Evaluation report	Quality Assurance Office; Deputy Rector for Science;	
Strengthening links with international educational and scientific institutions	Memorandums and agreements signed;	Deputy Rector for Science; International Relations and Public Relations Office	Force Majeure; Cancel planned activities due to pandemic;
Funding participation in academic / scientific staff conferences	Funded conferences	Vice Rector for Administrative Affairs Deputy Rector for Science; Chief accountant;	
Funding Academic / Scientific Staff Handbook / Monograph	Funded textbook / monograph	Vice Rector for Administrative Affairs Deputy Rector for Science; Chief accountant;	
Organizing international and local symposiums / conferences	Held symposiums / conferences	Vice Rector for Administrative Affairs; Deputy Rector for Science;	Force Majeure; Cancel planned activities due to pandemic;

									International Relations and Public Relations Office	
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Strategic Goal 5 – Student Services and Student Life

Task	Years							Execution Indicator	Responsible Structure	Possible Risks
	2021	2022	2023	2024	2025	2026	2027			
Perfecting a student-oriented environment;								Student-oriented environment	University Administration; Quality Assurance Office; Head of all structural units;	
Publicity and accessibility of information for students (Learning process planning, individual curriculum, etc.);								Web-site; Regulating the educational process rule;	Vice Rector for Academic Affairs; Deans of the faculties;	
Protecting the rights of students;								Contract Code of Ethics	Vice Rector for Academic Affairs; Deans of the faculties; Lawyer;	

		student self-government	
Improving student counseling (career support, employment, research involvement, etc.);	Existing statistics	Vice Rector for Academic Affairs; Deputy Rector for Science; Student Relations Service;	
Improving student financial support mechanisms (e.g. increasing scholarships);		Vice Rector for Academic Affairs; Deans of the faculties; Student Relations Service;	
Increase the motivation of students to continue their next step of education at the same university;	Existing statistics	Vice Rector for Academic Affairs; Deputy Rector for Science; Student Relations Service; Professional Development and Residency Office	
Promoting involvement in activities outside the curriculum (sports, creativity, culture, etc.);	Planned and conducted activities	Student Relations Service; student self-government	Force Majeure; Cancel planned activities due to pandemic;

